

**Division of Workforce Services  
Rapid Response  
Procedures Manual**

# **Rapid Response Procedures Manual**

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## **Rapid Response Activities**

### **Background**

Per the 1998 Workforce Investment Act, not more than 25% of the total amount allotted to the state each program year for dislocated worker services may be reserved to provide statewide rapid response activities. Rapid Response funds are used to prepare materials, travel to early intervention sites, pay and train staff; pay costs associated with informational meetings, pay costs associated with transition committees and provide disaster and emergency services. The State Dislocated Worker Unit (DWU) serves as the central point of communication, receiving and distributing information as needed. The DWU is responsible for overseeing statewide Rapid Response services. The Tennessee Department of Labor and Workforce Development, through the Local Workforce Investment Areas (LWIA's), will provide all aspects of Rapid Response. Each LWIA will have a single point of contact that will coordinate Rapid Response activities as a designated Local Rapid Response Coordinator and will work closely with the DWU.

### **Dislocated Worker Unit Responsibilities:**

- Receive and maintain all Worker Adjustment & Retraining Notification (WARN) notices;
- The State DWU will provide grant oversight of the Rapid Response program;
- Recommend grants and contracts related to overall Rapid Response management to Commissioner/Administrator's office;
- Implement the necessary contracts related to dislocations and special projects funded through Rapid Response;
- Serve as the central point of communication;
- Provides technical assistance and training to the local areas;
- Develop prospective strategies for addressing dislocation events that ensure rapid access to the broad range of allowable assistance in conjunction with other appropriate federal, state and local service agencies and officials, employer associations, technical or other business councils and labor organizations;
- Compile information and distribute it to the State Workforce Board, the USDOL, and others as needed;
- Serve as the state WARN contact. E-mail WARN notices to Local Rapid Response Coordinators and appropriate partners within 24 hours;
- Maintain the WARN online data base;
- Coordinate outreach efforts with LWIA's regarding Rapid Response;

- Establish and maintain dislocated worker and Rapid Response information on the Department's websites;
- Oversee the preparation of the quarterly and annual Mass Layoff Report;
- Work with LWIA Rapid Response Staff to ensure the materials are up-to-date, appropriate and useful;
- Monitor participation in all planned activities to ensure appropriate and meaningful activities and programs are being provided;
- Work with the Research and Statistics Division, Labor Market Information unit, to develop resources to provide economic trends, current labor market information and employer and worker needs;
- Work with appropriate staff to apply for National Emergency grants (NEG) if needed;
- Continually evaluate and improve Rapid Response services;
- Work with the LWIA Rapid Response Coordinator following the certification of a Trade Adjustment Assistance (TAA) petition.

### **Local Rapid Response Responsibilities**

#### **LWIA Rapid Response Coordinator responsibilities include the following:**

- Upon notification of a permanent layoff or closure not received from the DWU the coordinator should contact the DWU immediately.
- Upon notification of a permanent layoff or closure from the DWU, immediate contact shall be made with the employer and/or representatives of the affected workers within 48 hours;
- When making initial (phone) contact with the employer the coordinator should work with the company to complete the Rapid Response Company Information Report, (attachment B). When the Company Information report is complete the Coordinator should enter the appropriate information into the Rapid Response Report in CMATS.
- The coordinators should provide the employer with the employer questionnaire developed by Unemployment Technical Services. Follow up with the employer to ensure completion of survey and submission to UI Tech. UI Tech will review information on the questionnaire and provide the coordinator with details related to unemployment benefits for the laid off workers that could be used at the mass meeting.
- Upon making the initial contact with the employer the coordinator should send the employer the Mass Layoff excel spread sheet with instructions ([www.tn.gov/labor-wfd/Employers/forms/taa2.pdf](http://www.tn.gov/labor-wfd/Employers/forms/taa2.pdf)). The instructions will inform the employer where to send the spreadsheet upon completion.
- The coordinator should also provide an Employee Needs Inventory/Survey (Attachment C) that should be distributed to the employees to complete and returned to the LWIA before the mass meeting or at the mass meeting.
- The purpose of the initial contact is to establish communications with the affected employer, to give an overview of services available and schedule an initial meeting with company representatives. A mass meeting should be scheduled at this time, pre layoff

when possible. Inform the employer of all programs including TAA, Trade Readjustment Act (TRA), and provide TAA application ([www.doleta.gov/tradeact/](http://www.doleta.gov/tradeact/)) if appropriate and advise on WARN ([www.tn.gov/labor-wfd/et\\_WARN\\_guide.pdf](http://www.tn.gov/labor-wfd/et_WARN_guide.pdf)) if the company needs assistance.

- Provide employer with basic Unemployment Insurance information
- If a TAA petition has been filed or will be filed, contact State TAA (TAA) officials to inform them of the layoff at 615-253-6668, or 1-800-432-5268
- At Mass Meeting where TAA may be involved coordinators should provide written information on TAA/ TRA/ Benefits. Inform the dislocated workers that if the TAA petition is approved the TRA unit will contact them with next steps.
- Notify affected partner agencies of a permanent layoff and closure and advise as to when participation in the mass meeting may be appropriate. Notification shall occur as soon as all pertinent information is gathered;
- Develop and maintain communication and coordination with the local workforce investment boards (LWIBs), chief elected officials (CEOs), business retention and recruitment organizations, economic development agencies, employer associations, business councils, labor organizations and technical councils to ensure all employer needs are met;
- Contact Dislocated Worker Unit (DWU) to request materials needed to be provided to affected employees. The coordinator shall maintain a supply of all materials needed for rapid response activities. Agency and partner materials shall be made available to the coordinator in advance of all employee meetings. The coordinator shall assemble all such materials for distribution and shall coordinate the distribution of these materials with the partners whose jurisdiction covers the affected employer and laid-off workers;
- Work with employers, affected employees and union representatives (if applicable), to identify the types of services the employer and the affected workers need;
- Conduct outreach if the layoff has already occurred and the affected employees are no longer available at the layoff site;
- Organize, manage and facilitate meetings for impacted employees to inform participants of services and programs available to them including, but not limited to, the following:
  - Career counseling and job search assistance;
  - Resume preparation and interviewing assistance;
  - Education and training opportunities;
  - Labor market information and reemployment prospects;
  - Unemployment insurance
  - Local supportive services (i.e. legal aid, United Way, faith-based and community organizations, food and clothing banks, mental health and family counseling and other relevant services such as displaced homemaker services);
  - COBRA and HIPAA (written information at a minimum);
  - Other available resources to meet the short and long-term assistance needs of the affected workers.

- Identify special needs requirements and provide accommodations – language interpretation or handouts, hearing-impaired services and/or services for people with disabilities;
- Administer and collect dislocated worker survey (standard survey available) information including the following:
  - Individual background information;
  - job information about the position they were laid off from;
  - future plans/interests/needs and
  - Satisfaction about the meeting.

**Entities that may participate in Rapid Response meetings include, but are not limited to, the following:**

- Economic development organizations;
- Adult Education
- Chambers of Commerce;
- Elected officials;
- Tennessee Department of Human Services;
- Training providers;
- LWIAs;
- Faith-based and community organizations;
- Veterans office;
- American Job Centers;
- Small Business Administration;
- United Way agencies.

### **Initiation of a Rapid Response Event**

Rapid Response activities are initiated when the DWU or Local Rapid Response Coordinator becomes aware of an impending permanent layoff or closure of any size. A rapid response event may be initiated from the following:

- Employer - Upon receipt of the official WARN notification from the employer, the DWU contacts the Local Rapid Response Coordinator who contacts the employer within 48 hours of the notice to offer Rapid Response services.
- American Job Center (AJC) – If a workforce services partner (who is not part of the local Rapid Response delegation) receives or learns of a dislocation event, they should notify the DWU or Local Rapid Response Coordinator. The Local Rapid Response Coordinator contacts the employer within 48 hours of learning of the layoff.
- Newspaper Articles or Broadcast News - The DWU or Local Rapid Response Coordinator contacts the employer within 48 hours of receiving information from newspaper articles or broadcast news.

- Other - Other notifications may include phoned-in leads, employer contacts, and notification from the USDOL or Trade Act program certifications. The Local Rapid Response Coordinator contacts the employer within 48 hours of learning of the dislocation event.

### **Employer Contact**

Upon Notification of a rapid response event the Local Rapid Response Coordinator makes immediate contact (within 48 hours) with the employer to offer rapid response services to the company and employees. This initial contact should result in the scheduling of an initial planning meeting and begin the information gathering for the Rapid Response Company Information Report .The initial planning meeting will provide the company with an overview of what will be delivered at an employee mass meeting, scheduling of the mass meeting and completion of the information gathering. The goal is to hold pre-layoff meetings with the affected employees at the work-site; however, the details are determined based on the employer's needs. Every effort is made to best accommodate the employer and promote attendance of the affected workers.

### **Union Contact**

When the affected workers are organized under a union, the Local Rapid Response Coordinator notifies the AFL/CIO Technical Assistance office at 615-269-7111 of the time, date and location of the pre-layoff informational meeting so the union may promote the meeting to its members. If meetings cannot be held at the work site, the union hall may be a suitable alternative. The mass meeting should always be held on site when possible. An alternate locations can be the union hall or an offsite location approved by labor and management.

### **TAC or WAC**

The DWU in partnership with the LWIA and may provide guidance and/or financial assistance in establishing a Transition Assistance Committee (TAC) or Workforce Adjustment Committee (WAC) which includes equal representation from the employer ,employees and the local community, as appropriate. The committee may devise and oversee an implementation strategy that responds to the reemployment needs of the workers.

## **Principles of Rapid Response**

The 10 principles of rapid response ensure that employees and employers receive the services they need. Published in the U.S. Department of Labor's (DOL) Employment and Training Administration Training Employment Information Notice 3-01, the 10 principles are:

1. **Timeliness:** The more quickly interventions begin, the more time employees have to prepare for reentry into the workforce.
2. **Convenience:** On-site group services and meetings promote convenience, ease of access, and provide familiar surroundings for employees.
3. **Customer Choice:** Customization enhances success. Items that can be customized include time, location, content, and duration.
4. **Consistent and Accurate Information:** To maximize the usefulness of information, it should be accurate, consistent, locally driven, timely, specific to the worksite, and include non-job-specific referrals to services and agencies.
5. **Leveraged Resources:** In-kind, cash, or tax credit resources can be combined with other available resources from employer, union, community, and economic development activities.
6. **Seamless Service Delivery:** Differences in programs and funding sources must be invisible to the customer. Coordination is the key to providing services through multiple organizations.
7. **Active Promotion:** Promote awareness and maximize the success of reemployment events and services through comprehensive, ongoing marketing outreach to employers, employees, organized labor, and community groups.
8. **Layoff Aversion:** Board rapid response teams can coordinate layoff aversion strategies that help retain or save jobs, extend the range of tools and relationships with other programs and organizations, and refer employers to other helpful entities. Focus layoff aversion strategies on helping the employer make changes to reduce or avoid layoffs. Finding a buyer to keep the workforce intact is an option.
9. **Measurable Goals:** Setting measurable goals that identify when programs are successful or have problems and require changes helps to ensure continuous improvement of rapid response activities.
10. **Partnerships:** Involving additional partners enhances flexibility to meet the needs of a unique workforce. Some common partners are Career Centers, unemployment insurance (UI), Trade Adjustment Assistance (TAA), and local economic development agencies. The appropriate involvement of a variety of other groups may also include vocational rehabilitation, child care agencies, mental health services, and community-based organizations.

## **Rapid Response Services and Career Center Activities**

As part of all Rapid Response meetings, information is presented about services available through the Tennessee Department of Labor and Workforce Development. Eligible dislocated workers will be referred to the career center for further evaluation and services. These services will include, but are not limited to:

- WIA eligibility determination
- Case management
- Skills assessment
- Resume writing and interview techniques
- Labor market information



- Job matching services
- Occupational training

### **National Emergency Grant**

Layoffs of over 150 workers may require a National Emergency Grant (NEG). NEGs are discretionary awards that temporarily expand service capacity at the state and local levels through time-limited funding assistance in response to significant dislocation events.

### **Rapid Response State Reserve Funds**

The DWU may appropriate Rapid Response Reserve Funds either separately or in conjunction with an NEG for projects addressing qualifying local or statewide dislocated worker events. In such cases, a request letter is sent to the DWU to describe the qualifying needs and outline the projected budget, numbers to be served and additional Rapid Response related services to be provided. Approval of such requests and funding negotiations are made on an individual basis and depend on availability of funds. The final decision on these appropriations is done through the Commissioner and Administrators office.

### **Services Following a Disaster**

If the Federal Emergency Management Agency (FEMA) organizes services for disaster victims, the Department FEMA contact will assess the need for an NEG within 24 hours. The State Dislocated Worker Unit will contact FEMA to secure a list of job orders required to assist disaster victims and to begin the cleanup afterwards.

FEMA will set up Disaster Centers. These centers will include career center, unemployment insurance and WIA job training programs. Other agencies and programs typically represented are American Red Cross, Internal Revenue Service, Tennessee Attorney General, Tennessee State Emergency Management Agency, local law enforcement, Salvation Army, Small Business Administration, Social and Rehabilitation Services and other appropriate local service organizations.

If FEMA is not involved in a local disaster, the DWU and LWIA will contact the following to organize services for disaster victims: chamber of commerce, city clerk and/or administrator, city mayor, Red Cross, Salvation Army and employers affected by the disaster. Once these contacts are made, the information regarding the services available to assist those who lost their jobs due to the disaster should be provided. A temporary office in the area may be set up to provide these services. Workers who have lost their jobs due to the disaster may be offered the following additional services:

- Classroom training;
- Day care;
- Jobs at work sites, including wages and benefits;
- Mileage;

- On-the-job training;
- Out-of-area job search and relocation;
- Outreach and communications;
- Tools needed on the job; and
- Work-related physical exams and medical exams.

### **Layoff Aversion / Early Intervention**

The state may use Rapid Response funds for incumbent worker training as part of a layoff aversion strategy. Incumbent workers do not have to meet the definition for intensive and training services for employed adults and dislocated workers under WIA.

Toward the goal of layoff aversion/early intervention, the State DWU and/or a LWIA Business Services Team may also support pre-feasibility studies of avoiding a plant closure through such options (but not limited to) a company or group, including the workers, purchasing the plant or company to continue operations. Other early intervention strategies may be developed to support a layoff aversion strategy.

**Definitions**

**COBRA** - Consolidated Omnibus Budget and Reconciliation Act of 1986. This law provides some workers with the right to continue health benefit coverage for a limited time after job loss.

**Declining Industry** - An industry experiencing a statewide decline in total employment in excess of five percent over the past two calendar years

**Dislocated Worker** – A worker who has lost their job through no fault of their own

**DWU**- Dislocated Worker Unit

**HIPAA** - Health Insurance Portability and Accountability Act of 1996, this law provides important protections for workers and their families who have a preexisting medical condition or who might otherwise suffer discrimination in health coverage based on factors that relate to an individual's health.

**Incumbent Worker** – Someone who is presently employed but needs not meet the dislocated worker definition to receive intensive training services under the Workforce Investment Act (WIA) when layoff aversion is applied.

**Rapid Response** - Activities necessary to plan and deliver services to enable dislocated workers to transition to new employment as quickly as possible, following either a permanent closure or mass layoff, or a natural or other disaster resulting in a mass job dislocation.

**TAC** – Transition Assistance Committee includes equal representation from the employer and the employees with a neutral facilitator

**WAC** – Workforce Adjustment Committee includes equal representation from the employer and the employees with a neutral chairperson from the community.

**TAA** – Trade Adjustment Assistance

**TRA** – Trade Readjustment Allowance

**LWIA rapid response coordinator will collect the following data to generate a CMATS Rapid Response Report which will be a permanent record of the dislocation event.**

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**Rapid Response**  
**Company Information Report**

**Notice Details**

- RR Report Id # : \_\_\_\_\_ Warn Id # : \_\_\_\_\_
- Notification Date & Time Received : \_\_\_\_\_ \* Coordinator : \_\_\_\_\_
- Date & Time Initial Contact Made : \_\_\_\_\_ \* County : \_\_\_\_\_
- LWIA : \_\_\_\_\_
- Beginning Date : \_\_\_\_\_
- Ending Date: \_\_\_\_\_
- Dislocation Type: Closure : \_\_\_\_ Mass Layoff : \_\_\_\_ or Layoff : \_\_\_\_
  
- Total # Employed : \_\_\_\_ Salaried : \_\_\_\_ Hourly : \_\_\_\_
- Number Affected : \_\_\_\_ Salaried : \_\_\_\_ Hourly : \_\_\_\_

Coordinator's Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Company Details**

- FEIN #: \_\_\_\_\_
- \* Complete Company Name: \_\_\_\_\_
  - \* Address (Street): \_\_\_\_\_
  - \* City: \_\_\_\_\_
  - \* State: \_\_\_\_TN\_\_\_\_
  - \* County: \_\_\_\_\_

\* Zip: \_\_\_\_\_

Phone #: \_\_\_\_\_ Ext. #: \_\_\_\_\_

\* Contact Person/Title: \_\_\_\_\_

Fax #: \_\_\_\_\_ Email: \_\_\_\_\_

\* NAICS Code: \_\_\_\_\_

NAICS Title: \_\_\_\_\_

Service Provided: \_\_\_\_\_

Type of Business: \_\_\_\_\_

(Select number)

- |                                                  |            |                 |                           |
|--------------------------------------------------|------------|-----------------|---------------------------|
| 1. Agriculture/fishing                           | 2. Mining  | 3. Construction | 4. Manufacturing          |
| 5. Transportation/Communication/Public Utilities |            |                 | 6. Wholesale/Retail trade |
| 7. Finance/Insurance/Real Estate                 | 8. Service |                 |                           |

Does the company sponsor a group health insurance plan? : \_\_\_\_\_ (Yes or No)

If yes, how many? \_\_\_\_\_

Reason for Closure/Layoff: \_\_\_\_\_

Schedule of Closure/Layoff (if applicable): \_\_\_\_\_

## **RAPID RESPONSE REPORT**

Date: \_\_\_\_\_ LWIA: \_\_\_\_\_ Coordinator: \_\_\_\_\_

Complete Company Name: \_\_\_\_\_

### **DISLOCATED WORKER PERTINENT INFORMATION**

Average age of employees: \_\_\_\_\_

Average years of service: \_\_\_\_\_

Average hourly rate (\$): \_\_\_\_\_

In what county do the majority of the employees live? : \_\_\_\_\_

In what counties do employees live? : \_\_\_\_\_

**What severance benefits are provided to the following employees?**

**Salaried Workers:** \_\_\_\_\_

**Hourly Workers:** \_\_\_\_\_

**Skills/Occupations Affected:**

\_\_\_\_\_  
\_\_\_\_\_

**Union Details**

**Are employees represented by a union?** Yes: \_\_\_\_ No: \_\_\_\_

**Bumping Rights:** Yes: \_\_\_\_ No: \_\_\_\_

**Local Union Name:** \_\_\_\_\_

**Address:** \_\_\_\_\_

**Contact Person Name / Title:** \_\_\_\_\_

**Phone #:** \_\_\_\_\_ **Ext. #:** \_\_\_\_\_

**Fax #:** \_\_\_\_\_ **Email:** \_\_\_\_\_

**International Union Name:** \_\_\_\_\_

**Initial Meeting Details**

Sr No	Initial Meeting Date	Time	Location
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_____	_____	_____	_____
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**Total Number of Initial Meetings Held To Date:** \_\_\_\_\_

**Mass Meeting Details**

Sr No	Mass Meeting Date	Time	Location
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_____	_____	_____	_____
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**Total Number of Mass Meetings Held To Date:** \_\_\_\_\_

## **Transition Committee**

Team provided information on: \_\_\_\_\_

Workforce Adjustment Committee (WAC)? Yes: \_\_\_\_\_ No: \_\_\_\_\_

Transition Assistance Committee (TAC)? Yes: \_\_\_\_\_ No: \_\_\_\_\_

### **Company Response:**

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List Committee members. If a Workforce Adjustment Committee or Transition Assistance Committee is established, list the members and the chairperson or facilitator.

Sr No.	Title	First Name	Middle Name	Last Name
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1.

2.

3.

4.

5.

6. Add, if necessary.

### **TAA/ATAA Details**

TAA Filed? : Yes: \_\_\_\_\_ No: \_\_\_\_\_ TAA Date Filed: \_\_\_\_\_

TAA Filed by: Company: \_\_\_\_\_ Union: \_\_\_\_\_ Employees: \_\_\_\_\_

TAA Petition #: \_\_\_\_\_

TAA Approved/Denied: \_\_\_\_\_

TAA Date Approved/Denied: \_\_\_\_\_

ATAA Included? Yes: \_\_\_\_\_ No: \_\_\_\_\_

ATAA Approved/Denied: \_\_\_\_\_

ATAA Date Approved/Denied: \_\_\_\_\_

**What are the company's plans to assist the workers (in-house task force, explaining benefits, holding classes, outplacement firm, making referrals, layoff counseling, stress management, transfers, etc.)?**

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### **RAPID RESPONSE REPORT**

**ADDITIONAL COMMENT(S) AND DATE(S)**

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### Tennessee's One Stop Career Center System Employee Needs Inventory/Survey



This questionnaire was designed to help us provide a program to meet your career needs and concerns associated with your job loss. Although you are not required to provide personal information, the completion of this survey would be greatly appreciated. **Individual responses are kept strictly confidential.**

PLEASE PRINT: DATE: \_\_\_\_\_ Soc. Sec. # (last 4 digits) \_XXX-XX-\_\_\_\_\_

First Name \_\_\_\_\_ Last Name \_\_\_\_\_

Address \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Phone: ( ) \_\_\_\_\_ E mail: \_\_\_\_\_

☐ Male ☐ Female Military Veteran: ☐ Yes ☐ No Date of Birth \_\_\_\_\_

Job Title: \_\_\_\_\_ Company: \_\_\_\_\_

Last Employment Number of Years: \_\_\_\_\_ Last Employment Hourly Rate: \_\_\_\_\_

What hourly rate do you expect in your next job?

☐ Less than \$7.25 ☐ \$7 - \$10 ☐ \$10 - \$13 ☐ Above \$13

• Are you willing to relocate? ☐ Yes ☐ No

• Number of miles you are willing to drive ONE way to work?

• ☐ No Transportation ☐ 10 miles or less ☐ 11 - 25 ☐ 26 - 40 ☐ Over 40 miles

Education (Highest Level Completed)

☐ 8th or Less ☐ Vocational-Technical School ☐ College Degree (AA)  
☐ 9th - 11th ☐ 1-2 years College ☐ College Degree (BA/BS) in \_\_\_\_\_  
☐ High School Diploma or GED ☐ Certifications/Licenses in \_\_\_\_\_

What Job Search Assistance would best help you? (Check all that apply)

☐ Resume Writing ☐ Job Leads/Contacts/Job Application Preparation  
☐ Interview Techniques ☐ Internet Based Job Searches  
☐ Career Planning ☐ Skills/Interest Testing  
☐ Career Readiness Certificate ☐ Other (please list) \_\_\_\_\_

Do you believe that additional training/education would help you become more employable? ☐ Yes ☐ No

If Yes, please indicate the type(s) of training that would be beneficial. Check all that apply.

☐ GED (High School Equivalency Diploma) ☐ Vocational training in a craft or trade  
☐ Basic Education (i.e. reading, math, or English) ☐ Academic training at a college or business school  
☐ ESL (English as a Second Language) ☐ On-the-Job Training  
☐ Basic Computer Literacy ☐ Other (please list) \_\_\_\_\_

What personal assistance or information would you consider useful? (Check all that apply).

☐ Financial Budgeting ☐ Family Concerns Counseling ☐ Mortgage Counseling  
☐ Starting Your Own Business ☐ Moving Costs for Relocation ☐ Legal Issues  
☐ Medical Care/Health Insurance ☐ Child Care Assistance ☐ Selling or Buying a House  
☐ Stress Management Counseling ☐ Alcohol or Drug Use ☐ Social Security Benefits  
☐ Educational Financial Aid ☐ Veterans Services/Benefits ☐ Retirement Planning  
☐ Disability Benefits ☐ Food Stamps/Social Services ☐ Transportation Assistance